

To:	Trust Board
From:	Estates And Facilities
Date:	Tuesday 4 th October 2016
Healthcare standard	<ul style="list-style-type: none"> • Outcome 10 Safety and suitability of premises • Outcome 11 Safety, availability and suitability of equipment • Outcome 26 Financial position

Title:	Sustainable Development Management Plan (SDMP)		
Author: Kevin Thoy, Environmental Services Manager			
Responsible Director: Paul Boocock, Director of Estates & Facilities Management			
Purpose of the Report:			
Approval of the Sustainable Development Management Plan (SDMP) by Trust Board.			
The Report is provided to Trust Board for:			
Decision	<input checked="" type="checkbox"/>	Discussion	<input checked="" type="checkbox"/>
Assurance	<input type="checkbox"/>	Information	<input checked="" type="checkbox"/>
Summary/Key Points:			
This document outlines the Trust's commitment to ensuring that Sustainable Development becomes central to the way we do things in every aspect of our organisation, it:			
<ul style="list-style-type: none"> • describes the process by which the Trust will direct, implement, monitor, evaluate and report on our progress in this area • highlights appropriate activities and targets with regards to Sustainable Development in our procurement and use of resources including: materials; buildings; energy; water and transport • addresses our activities and progress in reducing waste and our 			

Carbon Footprint and celebrates increased efficiencies, financial savings and reduction in waste and CO₂e¹

- contains a high level action plan to deliver a number of projects and activities which the Trust has identified as the priority next steps and key opportunities to meet our Sustainable Development targets
- outlines our approach to partnership working with others in the health and care community together with other public and private sector partnerships

A key enabler is the level of resource dedicated to the co-ordination and management of activities surrounding the sustainability and associated efficiency agenda. The latest publication from NHS England (June 2016) “Securing Healthy Returns” (Realising the financial value of sustainable development) has and will continue to be incorporated into this SDMP. Conversations with existing service providers have maintained continuing support for the current financial year and beyond.

This paper was reviewed by the executive team on 4th August 2016 and it was agreed to be presented to Trust Board for approval.

Recommendations:

To support and approve the Sustainable Development Management Plan as outlined in this paper.

To begin implementation of the action plan immediately.

Strategic Risk Register

N/A

Performance KPIs year to date

As noted

Resource Implications (eg Financial, HR) As noted

Assurance Implications Positive Assurance

Patient and Public Involvement (PPI) Implications Engagement where noted

Equality Impact N/A

Information exempt from Disclosure No

Requirement for further review? Annually as noted

¹ CO₂e represents ‘Carbon Dioxide equivalent’, a measure which includes the impact of other greenhouse gases

Executive Summary

This Sustainable Development Management Plan (SDMP) is a board approved document to assist the Trust to ensure that the principles of Sustainable Development are understood and embodied within the entire organisation. By reducing energy consumption and our carbon footprint, we also save money, enhance and protect our reputation and help everyone in the fight against climate change.

Led by Facilities and the Estates Infrastructure & Environment Committee (EIEC) and managed through the Sustainability Committee,² it sets out:

- The Trust's sustainable development principles and aims in a manner consistent with the NHS 5-year strategy, *Sustainable, Resilient, Healthy People and Places*. It embraces the latest publication from NHS England (June 2016) "Securing Healthy Returns" (Realising the financial value of sustainable development)
- An overview of what the Trust is currently achieving and its plans for the future
- A series of actions to be taken together with the governance, monitoring, evaluation and reporting processes
- It outlines a number of key actions and targets for the coming year which include:
 - A behaviour change programme to reduce energy consumption by 3% per year through system and individual behaviour change
 - Leadership development, training and staff engagement with regards to Sustainable Development
 - The creation of appropriate HR, Procurement and Communications strategies to support Sustainable Development within the Trust in line with the NHS Sustainable Development Unit's Route Map for Sustainable Development³
 - Structured engagement with the Trust's business units, review business plans to reflect sustainable development and ensure the SDMP is fully aligned with the Trust's "Sustainability Transformation Plan"
 - The implementation of capital projects including an overarching "Energy Performance Contract (EPC). Investing in the installation of energy efficient technologies and optimisation of all systems.
 - Leading to guaranteed savings of £859k per annum and further reductions in energy consumption by 10% - 15%
 - Reduction in Carbon emissions.
 - Reduction in clinical waste by 10%
 - Reduction in water usage by 10%
 - Increase in recycling levels by 15%

² The Sustainability Committee (SC) is a sub-group of the Estates Infrastructure & Environment Committee (EIEC)

³ <http://www.sdu.nhs.uk/sustainable-health/route-map/route-map-downloads.aspx>

- A review of the Trust's buildings, systems and service delivery with regard to resilience and adaptation in the light of likely increased extreme weather events

1.0 Background

1.1 Definition of Sustainability

In this document “sustainability” refers to the balance required between financial, social and environmental factors in order that future generations do not suffer because of the way we live today”. This Sustainable Development Management Plan (SDMP) replaces the Trust’s Carbon Management Plan (UHLT 2009) and is modelled on the philosophy, requirements, guidance and tools provided by the NHS Sustainable Development Unit.

In January 2014 NHS and Public Health England launched *Sustainable, Resilient, Healthy People and Places – A Sustainable Development Strategy for the NHS, Public Health and Social Care system*. This 5 year strategy, promoted and monitored by the NHS Sustainable Development Unit (SDU), recognizes a clear challenge:

“The purpose of the health and care system is to continually improve health and wellbeing and deliver high quality care when necessary. The challenge is how to do this now and for future generations within available financial, social and environmental resources. Understanding these challenges and developing plans to achieve improved health and wellbeing and continued delivery of high quality care is the essence of sustainable development” In this context the strategy has three goals:

1. A healthier environment
2. Communities and services are ready and resilient for changing times and climates
3. Every opportunity contributes to healthy lives, healthy communities and healthy environment

In addition to requiring further substantial reductions in greenhouse gas emissions and improved use of resources, the strategy also requires us to look at the resilience of our buildings, systems and services in the light of increasing extreme weather events and our role as leaders within a more integrated health and care system. It also has a focus on the wellbeing agenda promoting healthy lifestyles and communities in a way which will relieve demands and pressures on the existing health care system.

The SDMP is a ‘living document’ and will be regularly updated and refreshed as activities are completed, new initiatives planned and results known.

1.2 Objectives

Our objectives in producing this plan are to help:

- to create a healthier environment in which care is delivered for both patients and staff
- meet the statutory and policy requirements of Sustainable Development
- save money through increased efficiency and resilience

- have robust and appropriate governance arrangements in place to monitor progress
- have clear expert independent evaluation and validation of all carbon and cash savings made
- demonstrate and support a good reputation for sustainability and good corporate citizenship
- ensure the strategic objectives of the Trust remain aligned with Sustainable Development requirements
- ensure that our buildings, systems and services are ready and resilient to cope with extreme weather events likely, due to the impact of climate change
- ensure that in our working practices, “Every opportunity contributes to healthy lives, healthy communities and healthy environments”⁴

1.3 Principles

We have adopted the following principles in preparing this plan:

- Sustainable Development is the way we do business and we need to integrate that philosophy within every aspect of the work of the Trust
- We have achieved much in this area to date and recognise the need to celebrate and promote our success
- We need to combine a bold overarching vision with achievable steps whilst maintaining our focus on patient care
- We will continue to identify and use no cost, low cost and invest-to-save solutions with demonstrable benefits
- We will seek out third party providers and partners who are prepared to deliver capex energy solutions with guaranteed savings
- We will aim to work with the Trusts’ managers, employees, partners, sub-contractors and suppliers through a strategic, long-term communications, education and engagement programme
- We will set clear objectives including outputs, desired outcomes and measurable results together with business ‘owners’ for each element of the plan
- We will use whenever practical expert independent energy evaluation and validation services to confirm the level of cash and carbon savings

1.4 Background and context

The carbon footprint of the NHS, public health and all local authority commissioned and provided adult social services in England in 2012 is estimated at 32 million tonnes of carbon dioxide equivalent (CO₂e). This is larger than some medium sized countries and has increased substantially since the previous footprint was calculated. This is primarily due to an increase in the growth in NHS services but

⁴ The third overarching goal of : *Sustainable, Resilient, Healthy People and Places – A Sustainable Development Strategy for the NHS, Public Health and Social Care System*

also because in line with latest conventions we now include other greenhouse gases in our calculations, rather than just carbon dioxide. This is expressed as CO₂ equivalent or CO₂e.

The Climate Change Act 2008 requires a reduction of emissions in the UK by 80% by 2050 based on a 1990 baseline supported by reductions of 34% by 2020 and 50% by 2025. For the NHS this national target was reproduced in the NHS Sustainable Development Strategy showing the equivalent from a 2013 baseline of a 28% reduction by 2020, equivalent to a 34% from 1990

The Trust continues to proactively address its share of the outputs in the clear knowledge that sustainable thinking and substantial savings go hand in hand.

1.5 What we've already achieved

- United Lincolnshire Hospitals NHS Trust is committed, to reduce its CO₂ emissions by 28% by 2020. To date we have successfully reduced CO₂ emissions by 13%. This compares to the generic NHS target requirement of 10% CO₂e by 2015. The Trust has installed and is successfully operating a **biomass boiler**, and a 525 kWe gas fired **Combined Heat and Power installation (CHP) at Pilgrim Hospital**, reducing site CO₂ emissions by 35% from 11,122 to 7,262 tonnes. The biomass boiler is fuelled by virgin and recyclable woodchip, sourced from local suppliers whenever possible. Together with the CHP it provides the base load of the hospital's heat and hot water; during peak demand a new gas boiler provides top up energy supplies. The installation of the gas boiler provides the site with greater fuel diversification, further reductions in CO₂ emissions and additional revenue savings.
- United Lincolnshire Hospitals NHS Trust continues to develop the reconfiguration of energy services at Grantham & District Hospital. Our plans to replace time-expired plant and critical infrastructure services, will help reduce the energy consumption of the site by up to 25%.
- Studies have concluded that by replacing the existing boilers and upgrading the lighting and heating infrastructure the hospital could reduce its CO₂ emissions by 2,000 tonnes per year. With the potential of producing nett revenue savings of circa £100,000 per year.

1.6 Recognition of our work

In the last five years, the Trust has:

- Shortlisted for the Health Service Journal Awards 2015 in the category 'Improving Environmental and Social Sustainability' for the behavioural change programme '£90k in 90 days'.
- won the Health Business award for Sustainable Hospital,
- received a Highly Commended Award at the CHPQA Awards Ceremony, and

- A commendation and certificate from the Carbon Trust for its ambitious target towards carbon dioxide reduction.
- And 7 years after the commissioning of the biomass boiler installation at Pilgrim Hospital; other NHS Trusts still see the installation as a leading example of sustainable development and continue to contact and visit the site to learn from our experiences.

2.0 Governance and Management of the SDMP

‘Business as Usual’

The Trust is committed to supporting the NHS Sustainable Development Route map <http://www.sduhealth.org.uk/policy-strategy/route-map.aspx> (Appendix 1 Route Map Folder). To ensure that sustainability is part of every aspect of our ‘business as usual’, we have instituted the following:

- The SDMP will be reviewed, updated and approved annually by the Trust.
- The Board sponsor for the SDMP will be the Director of Estates & Facilities. He or his delegate will chair the Sustainability Committee (SC) which will meet quarterly to monitor and review the progress of the SDMP.
- The SC will receive brief quarterly progress reports from the Environmental Services Manager based on the templates developed by the NHS Sustainable Development Unit and which includes clear dashboard reporting graphics to highlight progress and/or issues.
- Each element of the SDMP will have a named executive, Trust manager, partner or sub-contractor responsible for its implementation, delivery and reporting.
- Appropriate managers, partners and sub-contractors will provide reports and presentations to the SC as appropriate.

3.0 SDMP Action Plan

The SDMP includes a detailed action plan, (Appendix 2). The following includes the headline elements together with key personnel, outputs and targeted outcomes.

3.1 Capital expenditure (Section 6)

The Trust is striving to achieve a further reduction of 10-15% in energy consumption through various capex initiatives including an overarching “Energy Performance Contract” (EPC). Projects will only be presented to the Trust if they can deliver guaranteed savings associated with the capex investment and demonstrate a cash flow positive position.

Key Person(s)

Director of Estates & Facilities

Ass. Dir. of Est. & Cap. Planning

3.2 Encouraging Sustainable Behaviours (Section 7)

Raising awareness among staff of the impact of their behaviour as individuals and to encourage people to modify those behaviours is a central priority. Together with our energy partners, the Trust is in its second year of a sustainable behaviours programme, with the initial aim to reduce energy consumption by 3% per annum. Our incumbent energy service provider / partners are providing sponsorship for marketing materials and our sustainability partner has agreed to take a risk approach to their fee, dependent upon measured and proven savings achieved, demonstrating a payment by results principle. As part of this programme we will be working closely with colleagues in HR, Communications, and Business Units and staff associations to deliver the benefits.

Outputs

The recruitment, training and deployment of a team of up to 90 volunteer Members of the Trust including staff and community representatives within each site who will commit to helping the Trust achieve its SDMP objectives. A range of information materials, awareness-raising and training events will be provided for these Members to support them in their endeavours.

A series of targeted interventions are planned; aimed at identifying and modifying behaviours across the Trust to:

- Reduce the use of energy, especially with regards to lighting, heating, air-conditioning and comfort cooling
- Improve levels of recycling
- Reduce the amount of waste produced

There will be a series of structured meetings and workshops with Business units, senior managers, staff association leaders and sub-contractors to build support for the project, together with a variety of targeted communications.

Outcomes

3% per annum reduction in energy consumption through behaviour change initiatives

Key Person(S)

(TBA) - Non-Executive champion

Paul Black – Sustainability Partner

Kevin Thoy – Environmental Services Manager

(TBC) – Communications Manager

3.3 HR (Section 7)

During 2016, the Trust's HR department will continue to work with our behaviour change partner to review the NHS SDU's Sustainability roadmap and will also reference the Leadership, Engagement and Development module within *Sustainable, Resilient, Healthy People and Places* to develop an appropriate strategy and recommendations for the Trust. These may include reference to the Trust's Sustainable Development ethos in recruitment literature, assessment, staff induction training, leadership development programmes and appropriate staff survey and appraisal questions.

Outputs

A series of meetings with HR our sustainability partner and NHS SDU representatives, and the creation of an HR sustainability strategy and recommendations to the Trust's Sustainability Committee by March 2017

Outcome

Sustainable development language and thinking will begin to be embedded within core Trust HR, training and leadership development documentation and aligned with the Trust and NHS sustainable development strategies.

Key person(s)

Elaine Stasiak – Deputy Director of HR
Paul Black – Sustainability Partner

3.4 Communications (Section 7)

The Trust's Communications' team are working with our behaviour change partner to review the best channels the Trust may use to promote sustainable development within the Trust and to our wider audience.

Outputs

An appropriate sustainability communications' strategy which will include recommendations to the Trust's sustainability committee.

Outcomes

A regular flow of awareness-raising and celebratory sustainability stories within normal Trust communications including the annual report, newsletters, press releases and websites.

Key person(s)

(TBC) – Communications Manager
Paul Black – Sustainability Partner
Kevin Thoy – Environmental Services Manager

3.5 Procurement (Section 2)

Carbon management needs to be embedded as a central element to be considered in all process and purchasing decisions. The Trust has already begun to evaluate its suppliers' carbon reduction strategies and how their emissions may be reduced; looking at the CO₂ emissions resulting from supplier partnerships, and establishing reporting arrangements to keep track of improvements.

Output

Procurement officers within the Trust will review the new Commissioning and Procurement Module of the NHS Sustainable Development Strategy and will explore appropriate further steps to focus on the sustainability elements of purchasing decisions to encourage consideration of whole lifecycle costs. They will also review current provisions & regional frameworks to encourage Sustainable Development

within the most recent NHS Terms and Conditions and make any appropriate recommendations to the Sustainable Development Committee by March 2017.

Outcome

Dependent upon review of NHS Strategies and opportunities provided within current NHS procurement and purchasing terms and conditions. It is envisaged that, at the very least, appropriate sustainable development principles and requirements will be incorporated within the Trusts' procurement policies and tender documentation

Key Person(s)

Barry Pogson – Head of Procurement.

Paul Black – Sustainability Partner

Kevin Thoy – Environmental Services Manager

3.6 Water (Section 4)

Our *Water Management Action Plan* will be incorporated within the SDMP and progress monitored by the Sustainability Committee.

Together with our water shipper the Trust will embark on a programme to minimise water leakage, which will be validated with the use of water data loggers.

The Trust will then encourage an active programme under Team Sustainability to manage water usage, thereby avoiding waste. And outline our strategy to the Sustainability Committee by January 2017

Output

Water consumption is one of the metrics which is featured in our quarterly reporting dashboard. We will aim to have identified behaviours and strategies to deliver savings and have a clear realistic target for water consumption reduction by January 2017.

Outcomes

(As above)

Key person(s)

Facilities representative

Water supplier representative

Paul Black – Sustainability Partner

Kevin Thoy – Environmental Services Manager

3.7 Waste management, reduction and recycling (Section 5)

The Trust currently recycles cardboard & non-confidential paper; for confidential papers there is a secure shredding process in place that allows for the shredded paper to be recycled.

We are increasingly recycling plastics, aluminium and tin cans together with some glass, furniture and scrap metal. As there is a wider public general awareness to the environment, recycling initiatives are better understood and received by staff.

Our planned Sustainability Induction Training and staff engagement programmes will help to further increase awareness to underpin behavioural changes.

The Trust is currently updating its Waste Management Policy which will further improve Trust's compliance with the Hazardous Waste Regulations, improve segregation streams and increase reuse and recycling initiatives where ever possible.

We aim to adopt best practice by carefully following the guidance in Health Technical Memorandum (HTM) 07-01 "Safe Management of Healthcare Waste", and to ensure the Trust's compliance with "The Health and Social Care Act 2012" and "Care Quality Commission Judgement Framework" with respect to waste management.

The Trust is working with its waste contractors to continually increase the levels of recycling and to achieve best value for money.

Output

Waste and recycling is one of the key returns on our quarterly report. Improvements will be monitored and published via the report to the Sustainability Committee.

Outcome

Our target for 2016/17 is a reduction of 10% by volume

Key Person(s)

Facilities Manager (Lead in Waste Management)

3.8 Transport & Travel Plan (Section 3)

The NHS has an important role to play in leading by example and developing active travel plans, since moving our 1.3 million staff, patients and visitors each day accounts for approximately 5% of total road traffic in England.

The NHS vision is that every site has an Active Travel Plan which promotes sustainable transport facilities and encourages more active travel (walking, cycling or public transport). This leads to an increase in the physical and mental health of staff and the local population who use the NHS.

It also means less traffic, which gives rise to fewer road accidents, improved air quality, a fitter population and therefore a reduction on the demand for health services. The money saved can be ploughed back into the NHS.

The Trust has developed a Transport & Travel Plan with JMP consultants. This process included a review and incorporated insights from the Carbon Hotspots Module of *Sustainable, Resilient, Healthy People and Places*. They also examined the feasibility and potential beneficial impacts of working with a Car Club partner to help reduce the number of vehicles and journeys required in the course of the Trust's operations.

Output

The plan will be presented to the Trust by December 2016 for approval. Monitoring of the plan will be incorporated within the quarterly report to the Sustainability Committee

Outcome

The target for 2016/17 is to ask the Trust to endorse and resource the plan, then present it to Staff Side colleagues for their endorsement. This will then lead to a full implementation programme.

Key Person(s)

Facilities Manager, Grantham Hospital (Lead for Travel & Car Parking)

3.9 Energy, lighting, Heating & Cooling (Section 1)

The Trust continues to maintain and improve its facilities with a focus on patient care and comfort. It is also pro-active in seeking sustainable solutions which may help to reduce running costs, energy consumption and CO₂e emissions.

Outputs

Capital Expenditure Projects

We are currently working on a series of planned or proposed opportunities which will help to reduce energy consumption, including an overarching “Energy Performance Contract (EPC)”. Investing in the installation of energy efficient technologies and optimisation of all systems. Potential projects range from improvements to Buildings Controls and systems which will help us to monitor and optimise our use of energy, to major improvements to the lighting in some of our buildings which will both improve the quality of the environment for patients and staff and reduce our energy consumption.

As the EPC and any other capex projects proceed the status will be reported to the appropriate Trust committee including the Investment Programme Board (IPB) and the Sustainability Committee (SC).

Key output for 2016/17:

- To complete the EPC procurement process and to report to the Trust with a funded capital programme to deliver guaranteed savings in energy consumption and CO₂e emissions.

Outcomes

The EPC is in its early stages of development but even at this stage the selected energy partner has identified energy savings amounting to £859k per annum and has guaranteed this level of savings in a recently completed “Invitation to Tender” (ITT). They have also identified additional potential savings of £700k and reductions in CO₂e emissions of up to 11,600 tonnes.

The overall savings are indicative only and are subject to an Investment Grade Audit which will commence in October 2016.

Key Person(S)

Chris Farrah – Ass. Dir. of Est. & Cap. Planning

Kevin Thoy – Environmental Services Manager

4.0 Climate Change Adaption (Section 11)

Extreme weather events are becoming commonplace. Climate scientists have been predicting this for a number of years and it is likely that the frequency of such events will continue to increase. It is therefore important as a Trust we examine the

potential risks and ensure that we adapt our buildings, systems and processes to cope with the possible impacts of increased flooding, heat waves and storm damage. Adaptation planning is an opportunity to ensure a cohesive approach to current and future planning. The process of developing these plans should integrate with the development and refinement of emergency preparedness and business continuity plans. Adaptation, in harmony with NHS national guidelines, will form an integral component of the Trusts Sustainable Development Management Plan (SDMP).

Output

Facilities and operational managers will review the Healthy, Sustainable and Resilient Communities module of *Sustainable, Resilient, Healthy People and Places* and review the Trust's procedures and plans with regards to building resilience to climate change and adverse events. Their insights and recommendations will be incorporated within the Trusts' SDMP and fed into the Lincolnshire Health and Care Board and the Local Health and Wellbeing Board. This will include buildings, operational plans and procedures and the Trust Major Incident Plan.

Outcome

The trust will have a clear set of principles and a route map for Adaptation plus a revised 'recovery' plan by June 2017

Key Person(S)

Director of Facilities
Trust Facility Managers for each site

5.0 Social Capital, Innovation and Integrated Metrics

The NHS Sustainable Development Unit continues to develop new modules within the *Sustainable, Resilient, Healthy People and Places* strategy. These include:

- Building social value and capital within the health and care sector
- Encouraging and promoting innovation with regards to sustainability
- Finding appropriate metrics and measures to monitor and evaluate the impact of sustainable development

The Trust is committed to playing its part in contributing to the consultations and conversations required to develop these tools and modules. As part of our own SDMP we will continue to note and adopt recommendations and guidelines where appropriate

Output

The Trust will continue to monitor and support the NHS SDU output, recommendations and conferences.

Outcome

The Trust's reputation for engagement and a creative response to sustainability will be maintained and also be seen to be among NHS Sustainable Development leaders.

Key Person(S)

Kevin Thoy – Environmental Services Manager

Paul Black – Sustainability Partner

6.0 Recommendations

- The Trust is requested to support and approve the Sustainable Development Management Plan as outlined in this paper.
- To begin implementation of the action plan immediately.